



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Business Board

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**PRESENTER:** As noted above.  
**CONTACT INFO:**

**DATE:** November 13 for November 26, 2018

**AGENDA ITEM:** 4

**ITEM IDENTIFICATION:**

*Human Resources & Equity Annual Report, 2017-18*

**JURISDICTIONAL INFORMATION:**

The Business Board is responsible for approving and monitoring employment policy (for administrative staff), benefit programs and terms and conditions of employment. The Business Board is also responsible for reviewing an annual report on environmental health and safety and for ensuring that the University is in compliance with the Occupational Health and Safety Act.

**GOVERNANCE PATH:**

**1. Business Board [for information] (November 26, 2018)**

**PREVIOUS ACTION TAKEN:**

This is an annual report.

**HIGHLIGHTS:**

The Human Resources & Equity portfolio is responsible for a broad range of activities and initiatives across all three campuses and within every division of the University. This report covers both Human Resources and Equity & Diversity which are the main areas of my portfolio.

This report provides an overview of initiatives during the period January 1, 2017 – June 30, 2018 and showcases the efforts of our Division in:

- Reviewing and improving our client service delivery models;

- Continuing to improve our communications both within and outside of the Division;
- Helping our communities to become a great place to work, learn and thrive;
- Elevating and cementing U of T's role as a leader in Equity, Diversity and Inclusion;
- Focusing on leadership and talent management;
- Promoting a culture of recognition across the University;
- Proactively responding to the changing recruitment needs of the University;
- Managing the University's relationships with its unions.

**FINANCIAL IMPLICATIONS:**

None.

**RECOMMENDATION:**

This report is for information.

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**DOCUMENTATION PROVIDED:**

- Division of Human Resource & Equity Annual Report, 2017-18







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## Acknowledgement of Traditional Land

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.



## Vision, Mission & Values

Human Resources & Equity introduced new Vision, Mission & Values this year. These commitments are purposefully designed to help guide the development of meaningful initiatives that empower and engage the University of Toronto's talented and diverse workforce.

### OUR VISION

The Division of Resources & Equity will strive to achieve and maintain the following practices at the University of Toronto:

1. Be an innovative leader
2. Recognize and enhance employee experiences
3. Advance an intentionally inclusive, diverse and equitable culture

### OUR MISSION

Through our commitment to equity, diversity and excellence:

1. We empower the University community by attracting talent, investing in people and growing leaders
2. We create and deliver strategic, innovative human resources solutions and equitable outcomes
3. Lead systemic and sustainable change

### OUR VALUES

The Division of Human Resources & Equity's vision and mission are driven by the following values:

- Accountability
- Client Focus
- Equity
- Excellence
- Inclusion
- Innovation
- Integrity
- Knowledge-driven

# A Message from the Vice-President

I am pleased to present the University of Toronto's Human Resources & Equity Annual Report for the 2017 – 2018 year. This report covers our activities over an 18-month period, from January 2017 to June 2018. We have also reimagined the format to provide deeper insight into how we serve and support the people who make U of T one of the preeminent universities in the world to work and learn.

Over the past year, we strategically developed and implemented a number of initiatives to ensure that we continue to provide high-quality services to our partners across the University. We took an integrated approach to human resources and built stronger relationships with our Divisional HR Offices and stakeholders across the institution.

We also initiated a plan to implement systems and technology for best-in-class human resources services, and looked at how to improve the availability and use of information to make data-driven management decisions. We introduced the HR Technology Roadmap; a five-year plan designed to modernize our HR systems and launch new tools for a more cohesive and efficient digital workplace for employees across the University. We achieved a number of innovations in this area as you will see in this report.

The past 18 months was also a remarkable period for labour relations at the University. Our team of dedicated staff worked tirelessly with partners across the University to successfully negotiate 14 collective agreements without labour disruption.

Equity, diversity and inclusion continue to be embedded in everything we do. We continued to build our capacity in these areas, and highlighted some of the activities we have undertaken to foster a welcoming and inclusive environment for everyone at the University in this report. A more in-depth focus of our initiatives in these areas will be presented in our Equity Report.

I am also pleased to introduce new Vision, Mission & Values for our portfolio. These statements will reinforce our commitment to develop meaningful initiatives that will continue to provide best-in-class service and support for the University of Toronto's talented and diverse workforce.

I welcome you to send any comments to us. In addition, please let us know if you require an alternate format for accessibility purposes.

Professor **Kelly Hannah-Moffat**  
Vice-President, Human Resources & Equity  
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# Our Strategic Approach to Human Resources & Equity

The University of Toronto’s employment and equity landscapes are multifaceted and increasingly complex. Over the course of 2017–2018, we worked to optimize the delivery of HR & Equity services across all three campuses to address this complexity, and ensure that we are attracting, retaining and developing our world-class employees while meeting our diversity and inclusion goals.

We will continue to develop our strategic plan in the coming year, and make the responsive changes required to achieve our objectives and provide high-quality professional services to our community.

## AN INTEGRATED APPROACH FOR EFFECTIVE SERVICE DELIVERY

This year, we consolidated our core HR functions into an efficient and effective Integrated Human Resources (iHR) team. This change brings together individuals on our Pension, Benefits & Payroll, Strategic Initiatives, Health & Well-Being and Compensation units to ensure we are better able to respond proactively to employee needs. We also continue to strengthen our ties with Divisional HR Offices. These changes allow for a more consistent approach to HR service delivery and reflect the needs of the divisions as well as the priorities of the University.

## BUILDING CAPACITY TO ADDRESS SAFETY AND SEXUAL VIOLENCE AT U OF T

The University remains committed to ensuring the highest level of support to our community on issues related to safety and sexual violence. Over the past year, the Office of Safety & High Risk and the tri-campus Sexual Violence Prevention & Support Centres added additional resources to continue to advance U of T’s Framework for Responding to a Crisis or Routine Emergency and enforce the Policy on Sexual Violence & Sexual Harassment across the University. The teams’ expanded capacity increases their focus on building institutional expertise, providing support for employees in need, delivering de-escalation training, and refining processes that manage critical situations in both academic and administrative settings. A functional reporting relationship to the Vice-President, Human Resources & Equity was also added for Campus Police across the University for issues related to institutional safety.

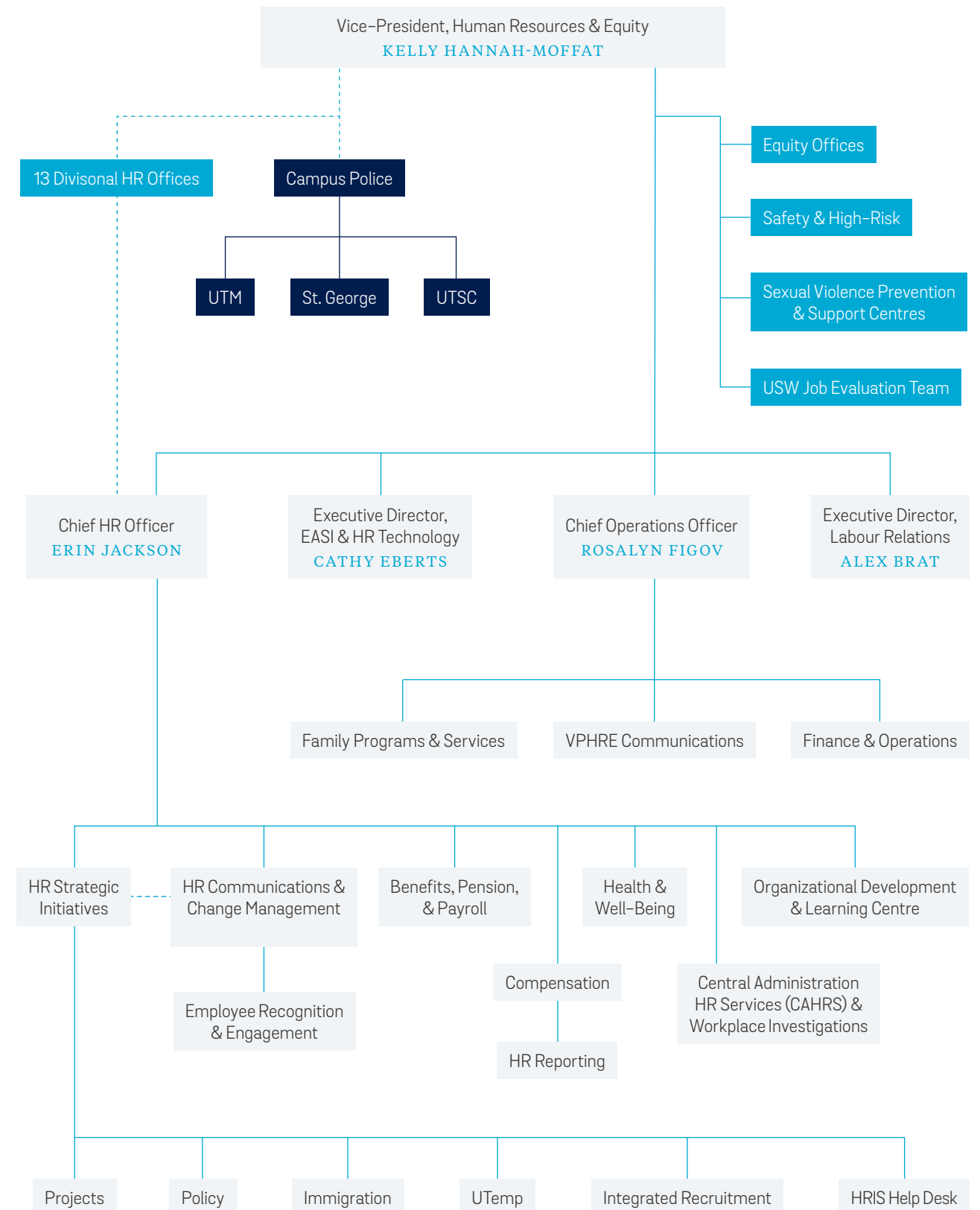
## KEEPING OUR COMMUNITY ENGAGED AND INFORMED

We created a reimagined Information Management, Change & Engagement team in our portfolio as part of our commitment to improving the employee experience. The addition of resources and a new mandate for this team has resulted in a unit that can better promote the services and resources provided by the Division, ensure alignment internally and externally with HR initiatives and processes, and celebrate and acknowledge the people who make our institution one of the top places in the world to work and learn.

## MODERN TECHNOLOGIES FOR A MODERN WORKFORCE

We introduced the Human Resources Technology Roadmap in 2017—a five-year plan designed to modernize our HR systems and launch new tools that will create a more cohesive and efficient digital workplace for employees across U of T. Objectives for the new program, developed in consultation with HR divisions and associated portfolio partners, include new shared service and self-service delivery channels, allowing for increased collaboration and integration of HR processes across portfolios, lower administrative costs and improved evidence-based decision making. The HR Technology Roadmap is being delivered in partnership with the Enterprise Applications & Solutions Integration (EASI) team and led by the Executive Director, EASI and HR Technology.

HUMAN RESOURCES & EQUITY ORGANIZATIONAL CHART 2017–2018



For the past two years, the Integrated HR (iHR) team has provided high-level employment relations support to Divisional HR Offices and divisions across the University, from leading special projects to conducting workplace investigations and providing immigration consultations. Last year, we strengthened our focus on the employment relations services and initiatives we provide to the broader University community. New HR metrics developed by iHR over the past year now inform strategic planning, enhance decision-making, improve client service to the divisions, campuses and larger University community, and allow for data-driven employment relations decisions.

#### UPDATING OUR COMPENSATION FRAMEWORK FOR NON-UNIONIZED STAFF

In May 2018, Human Resources & Equity completed a review of compensation policies and structures for Professional & Managerial, Confidential and Advancement Professionals staff groups. Conducted over the past three years, the resulting updates to our compensation framework provides these groups with continued opportunities for career progression, and ensures subject matter experts and individuals on all three campuses are compensated and evaluated appropriately. The implemented changes also allow for a broader distribution of salaries within an amended salary range structure, and enables the University to better manage the influx of talent and growth.

#### DEVELOPING A UNIVERSITY PENSION PLAN FOR ONTARIO'S HIGHER EDUCATION SECTOR

In May 2017, the University of Toronto, the University of Guelph, and Queen's University began developing a sector-wide, jointly sponsored pension plan to establish a larger retirement fund pool, share administrative costs and mitigate investment risks. After consultation with the U of T administration, USW Local 1998, the University of Toronto Faculty Association and non-represented employees, the three institutions agreed to an initial framework for the University Pension Plan (UPP). This framework includes plans for governance by an equally represented Board of Trustees and a conversion process that will be overseen by the Financial Services Commission of Ontario. The next phase for the UPP will involve of a series of stakeholder communications, meetings and information sessions leading up to the legally required consent process scheduled for early 2019.

#### ENSURING U OF T IS 'FIT FOR WORK'

In June 2018, Human Resources & Equity introduced the University of Toronto Fitness for Work Guideline. Produced in advance of cannabis legalization, the human resources guideline reminds employees about their obligations regarding impairment in the workplace and the institution's commitment to providing a safe learning and working environment. Evidence-based training for safety-sensitive positions will be launched to faculty, staff and HR in the latter half of 2018.

#### RAISING U OF T'S MINIMUM WAGE

In January 2018, Human Resources & Equity increased the minimum rate of pay for most casual employees across the University to \$15 an hour. The raise was a proactive measure to ensure that U of T remains a leader in employment standards in Canada and implemented upon the completion of an impact assessment across all three campuses. The increase is also consistent with the pay rates of unionized casual staff in two of the University's largest bargaining units: CUPE and USW.

#### HELPING U OF T RECRUIT INTERNATIONAL TALENT

The HR Immigration team processed over 1,900 unique staff-related immigration cases, including more than 850 Labour Market Impact Assessment (LMIA) documents and employer LMIA-exemption declarations to help recruit foreign nationals to work at U of T. This federally legislated process allows the University to attract international candidates with unique expertise to fill positions that require highly specialized credentials.



**PHOTO:** Lumi Bolu (right) is one of seven Regulated Canadian Immigration Consultants (RCICs) at U of T. In 2017-2018, Bolu and his colleagues processed more than 850 foreign worker applications to help the University recruit for highly specialized staff positions. He is photographed here with two of his teammates in Human Resources & Equity: Analytics Consultant Paul Nakonechny and Strategic Initiatives Director Cherilyn Nobleza.

#### CHANCELLOR'S AWARDS RECIPIENTS

The Chancellor's Awards recognize administrative staff members for exceptional leadership in their role in advancing the University's mission.

2017

##### Emerging Leader

Jonathan Hamilton-Diabo,  
First Nations House and the Council  
of Aboriginal Initiatives



##### Influential Leader

Anne Macdonald,  
Ancillary Food Services



2018

##### Emerging Leader

David Kim,  
Ancillary Services, University Operations



Tayyab Rashid,  
Health & Wellness Centre, University  
of Toronto Scarborough



##### Influential Leader

Andrew Arifuzzaman,  
University of Toronto Scarborough



Erin Jackson,  
Human Resources & Equity



#### LUDWIK & ESTELLE JUS MEMORIAL HUMAN RIGHTS PRIZE RECIPIENTS

Jus Memorial Human Rights Prize is presented to a faculty, staff or student who has made a positive and lasting contribution to education and action against discrimination in support of U of T's commitment to the values of equal opportunity, equity and justice.

2017

Lance McCready,  
Department of Leadership, Higher & Adult  
Education, Ontario Institute for Studies in Education



2018

Neil Nevitte,  
Department of Political Science,  
Faculty of Arts & Science





## An active year for Labour Relations

The Labour Relations unit in the Division of Human Resources & Equity has had an active year at U of T. Between January 2017 to June 2018, 14 collective agreements were successfully renegotiated with five different unions representing 18,400 employees at the University. All of these negotiations were concluded without any labour disruptions or disputes. The outcomes of collective bargaining at the University included not only fiscally responsible collective agreements that maintained or enhanced operating effectiveness and flexibility, but also improved working relationships with employees and some of U of T's largest union bargaining partners.

The collective bargaining teams included a wide variety of employees, including both faculty and staff, from most areas and levels of the University.

“My thanks to the University and union bargaining teams for their commitment and dedication to the collective bargaining process. It has been an intense and productive period for labour negotiations,” said Professor **Kelly Hannah-Moffat**, Vice-President, Human Resources & Equity. “Every one of these agreements required collegiality, creativity, hard work and commitment from the bargaining teams. I am proud of what we have achieved together.”

### BUILDING AND STRENGTHENING RELATIONSHIPS WITH UNIONS AND EMPLOYEES

In addition to collective bargaining, labour relations at the University involves building upon and strengthening the working relationships with unions and employees on an ongoing day-to-day basis, while helping to maintain and advance the University's core values and principles.

Over the past year, the Labour Relations team provided strategic and tactical advice to human resources staff, line management, faculty members and academic administrators across the University. The team also helped ensure that labour relations policies, processes and collective agreements were interpreted and applied consistently across U of T. Training was also developed and delivered on topics such as effective supervision, leadership, collective agreement interpretation and application.

### COLLECTIVE AGREEMENTS RENEWED

The following 14 agreements were reached with large private sector unions (USW and Unifor), large public sector unions (CUPE and OPSEU), and skilled trades unions (IBEW) between January 2017 to June 2018.

The agreements are comparable internally with one another, thereby supporting internal equity, as well as externally on some economic dimensions with other Greater Toronto Area employers in both the public and private sectors.

1. CUPE 1230, Casual—Library Workers
2. CUPE 1230, Full-Time & Part-Time—Library Workers
3. CUPE 2484—Childcare & Support Staff
4. CUPE 3261—89 Chestnut Unit—Hospitality (formerly UNITE HERE Local 75)
5. CUPE 3261, Casual—Service Workers
6. CUPE 3261, Full-Time & Part-Time—Service Workers
7. CUPE 3902, Unit 1—Teaching Assistants
8. CUPE 3902, Unit 3—Sessional Lecturers
9. CUPE 3902, Unit 5—Postdoctoral Fellows
10. IBEW Local 353—Machinists
11. OPSEU 578—Ontario Institute for Studies in Education (OISE) Research Officers & Associates
12. Unifor Local 2003—Engineers & Technicians
13. USW Local 1998, Casual Administrative & Technical
14. USW Local 1998, Staff Appointed Administrative & Technical

### HIGHLIGHTS OF PROGRESSIVE, DEVELOPMENTAL AND FAMILY-FRIENDLY ASPECTS OF COLLECTIVE AGREEMENTS RENEWED

The agreements reached between January 2017 to June 2018 include significant career development and family-friendly features.

- Centralized Job Posting System for CUPE 3902, Unit 3 (expanded)
- Domestic Violence provisions (new)
- Employee Development
  - CUPE 1230 FT&PT—Job related Training & Development Fund (new)
  - CUPE 3261 FT/PT—Culinary Apprenticeship and Professional Development Program (new)
  - USW—Internship Pilot Program (enshrined)
  - USW—“Pathways to Employment Fund” (new)
- Gender neutral language throughout (update)
- Parental transition week (paid time off)
- Sustainability provisions (new)
- Workplace Harassment provisions (strengthened)

“Every one of these agreements required collegiality, creativity, hard work and commitment from the bargaining teams. I am proud of what we have achieved together.”

Equity, diversity and inclusion are embedded in everything we do. We continue to build capacity in recruiting, retaining and promoting academic and administrative faculty and staff from underrepresented groups, including racialized / people of colour, women, Indigenous / Aboriginal people of North America, persons with disabilities and members of the LGBTQ community. In particular, our strategic initiatives in 2017 – 2018 focused on how to further inclusivity at the University, including launching new gender identifiers to the institution and working to increase the representation and leadership of Black and other racialized groups in our faculty and staff cohort. Looking ahead to 2019, we will continue to support and work with our partners to develop meaningful community outreach, cultural awareness and training opportunities.

#### ADVANCING U OF T'S LEADERSHIP IN EMPLOYMENT EQUITY PRACTICES

The University's Employment Equity Survey informs and guides recruitment and retention of faculty and staff from diverse backgrounds. It offers valuable insight into where we need to spend concentrated efforts in increasing our candidate pools, and how we can ensure our employees are fully supported in their career development. The 2017 and 2018 survey results led to the development of the Anonymized Recruitment Project, an initiative that removed names and gender identifiers from a series of appointed and casual staff applications to eliminate bias on hiring committees. The survey results also led to the creation and delivery of diversity training workshops delivered to staff across the institution, including topics on Indigenous cultural competency, anti-discrimination and anti-bias, managing religious diversity in the workplace and mental health awareness.

#### GENDER INCLUSIVITY AT U OF T

The University is committed to building inclusive communities. The launch of the Gender Inclusivity Project support efforts to increase representation and ensure all community members feel that they belong. As of December 2017, U of T employees are able to select "X" as a gender option on the HR Information System (HRIS), along with male or female. Employees can update their information at any time and do not need to provide documentation of a legal gender or name change. Phase two of the project will roll out additional enhancements to an employee's preferred name on HRIS and other U of T systems. Once complete, this will enable the inclusive use of a third-gender identifier across the entire institution for both employees and students.

#### TOWARDS RECONCILIATION: GUIDELINES TO SUPPORT INDIGENOUS STAFF RECRUITMENT

The University emphasizes that acknowledging the truth is the first vital step towards reconciliation. As part of the University's response to the Truth and Reconciliation Commission of Canada, U of T's 2017 - 2018 Budget Report allocated \$2.5 million to support the hiring of 20 faculty and 20 staff positions of Indigenous backgrounds. Over the course of the past year, Human Resources & Equity has also developed a set of hiring guidelines and requirements to attract and encourage Indigenous applicants. These guidelines, which will ensure the University attracts a diverse pool of candidates, are scheduled to be widely available across the University by fall of 2018.

#### CULTIVATING A CULTURE OF INCLUSIVITY THROUGH CRITICAL CONVERSATIONS

The University is committed to fostering an inclusive environment where all voices are heard and all members thrive. In December 2017, Connections & Conversations, an affinity group for racialized staff at U of T, hosted its second annual tri-campus workshop in partnership with the Anti-Racism & Cultural Diversity Office. The event themed "critical friends" gathered about 90 people at the University's Ontario Institute of Studies in Education (OISE) to discuss the importance of sustainable relationships, connections and reciprocity in helping racialized staff advance their careers. It also explored the themes of transparency and accountability in how both racialized and non-racialized staff can work in solidarity to ask destabilizing and uncomfortable questions. The half-day conference included a keynote from U of T social justice professor George Dei and a panel discussion with several senior administrators from across the University.



**PHOTO:** School of Graduate Studies' Charmaine Williams, U of T Scarborough's Maydianne Andrade, along with current and former VPs of HR & Equity, Kelly Hannah-Moffat and Angela Hildyard participated in a panel discussion at the inaugural Angela Hildyard Leadership & Equity Symposium.

#### FOSTERING CONVERSATION AMONG SENIOR ADMINISTRATORS ABOUT LEADERSHIP IN EQUITY, DIVERSITY AND INCLUSION AT U OF T

In May 2018, Human Resources & Equity hosted the inaugural Angela Hildyard Leadership & Equity Symposium. Named after the former Vice-President, Human Resources & Equity, the event brought together more than 200 senior administrators from all three campuses to discuss the challenges, opportunities and successes around promoting equity, diversity and inclusion at the University. Moderated by both past and present vice-presidents of HR and equity, along with two senior academic administrators from U of T Scarborough and the School of Graduate Studies, the event's talks and panels noted the progress the University has made on improving outcomes for underrepresented employees, particularly in leadership positions. The discussions also outlined further changes that still need to be undertaken to ensure that these efforts are continued in a positive trajectory.

#### SUCCESS AND CONTINUATION OF THE DIVERSITY INTERNSHIP PROGRAM

In 2016, Human Resources & Equity launched the Diversity Internship Program to strengthen U of T's efforts in recruiting underrepresented individuals who self-identify as Indigenous or Aboriginal (North America), racialized persons and/or persons with a disability. The program provides human resources industry exposure to a recent graduate over the course of a one-year contract and pays a salary commensurate to similar HR positions at the University. As a direct result of a successful pilot year in 2016, we hired a second candidate in July 2017 into our HR Strategic Initiatives unit. A third candidate was hired at the University of Toronto Scarborough in June 2018.

#### PROVIDING ACCESSIBILITY TRAINING ONLINE

In 2017, the Accessibility for Ontarians with Disabilities Act (AODA) Office launched a new online training module to provide U of T employees with updated information on how to make the University accessible. The new resource reinforces the institution's obligations under Ontario's Integrated Accessibility Standards Regulation (IASR), and provides additional information with respect to the AODA and the Ontario Human Rights Code as it relates to disability. More than 6,600 people have completed the 30-minute web-based training module as of May 2018.



## A family study space for U of T parents and their kids

“This is just one more step in making the University more inclusive of everyone who comes to work and study here.”



**PHOTO:** Chelsea Chen visits U of T’s family study space with her children. The space, opened in March 2018 by the Family Care Office and U of T Libraries, gives student, faculty and staff parents an area to work on their academic pursuits while taking care of their kids.

One of the biggest challenges at university for **Chelsea Chen** isn’t a midterm or an assignment—it’s finding room to study.

She is a single mom with two young children under the age of seven. At the same time, she’s completing a certificate in teaching English as a second language and working part-time. When she needs to use the library, she often has to bring them along and find a room where she can keep one eye on her kids and the other on her books.

“It’s not recommended but that’s what I had to do,” said Chen.

In March 2018, U of T opened a space at Robarts Library designed to ease the burden on student, faculty and staff parents who have young children. The family study space on the ninth floor has room for 20 people and includes work stations, toys and child-sized furniture. Parents with children under 12-years-old are eligible to access the room.

“It’s definitely going to help so many parents,” said Chen. “I know that from my experience, this space would make me a better student. I would feel like I’m not leaving my kids to their own devices while I study, and I know they will have some enrichment and they’ll be happy to go there.”

Similar spaces exist at academic libraries in the U.S. and U.K., but U of T’s Family Care Office and U of T Libraries say this is a first for a Canadian university or college. “This is just one more step in making the university more inclusive of everyone who comes to work and study here,” said **Francesca Dobbin**, director of family programs and services.

The family study space has the same hours as Robarts, making a trip to the library easier on parents who can’t get a babysitter on evenings and weekends.

“Time is precious for parents with young children, especially students who juggle schoolwork, family obligations

and a part-time job,” said Dobbin. “A designated space for parents also helps build a community among a group that tends to be invisible in universities. Students with family responsibilities can be unseen unless they come to the campus with their children.”

Since 1993, the Family Care Office has provided students, staff and faculty with advising, resources and workshops on parenting, childcare and eldercare. From January 2017 to June 2018, the office fielded more than 3,000 family care cases for students as well as prospective and current employees across the university.

## Inclusion starts with ‘I’

“The hope is that staff become more aware about equity and begin to intentionally implement more inclusive practices in the workplace.”

**Karima Hashmani** starts each of her employee equity and diversity training sessions with two foundational questions: “Do we all feel like we can bring our whole selves to work?” and “Do we all feel like we belong on campus?”

She describes the questions’ intent as a way to promote conversation on how inclusion shapes people’s experiences. But the Senior Advisor on Equity & Diversity for U of T Scarborough (UTSC) notes that what follows is far more important.

“Once we are able to establish why the work of equity and inclusion is so critical to our experiences, we then explore what inclusivity looks like in our individual roles,” said Hashmani. “As employees, we are all accountable.”

It is this notion of accountability that led Hashmani to create the Inclusion Starts With ‘I’ campaign at UTSC. She was inspired by similar campaigns in the diversity and inclusion space run by industry and community leaders.

“Building awareness around inclusion and personal commitment can lead to change in culture,” said Hashmani.

Launched during Pride Month in June as part of U of T’s Display Your Pride initiative, the campaign was met with an overwhelming response. The UTSC community inspired the entire University campus with their personal pledges to create an inclusive and welcoming campus.



**PHOTO:** Karima Hashmani, U of T Scarborough’s Senior Advisor on Equity & Diversity, signs the Inclusion Starts With ‘I’ banner. The campaign encouraged faculty, staff and students to consider how each individual might be accountable for creating an inclusive environment on campus.

“This initiative has not only raised awareness, but has also created dialogue and change within teams,” said Hashmani. “Staff are now reflecting about their role in inclusion and taking active steps individually and collectively to embed equity and inclusion into their practices, procedures and service delivery.”

The campaign also garnered notable attention online. Working closely with the communications team at UTSC, Hashmani and the Positive Space Committee used the hashtag #InclusionStartsWithI to capture more than 2,000 views on Facebook, Instagram and Twitter of various staff holding up their pledge forms. A large campaign banner was also created and signed by a number of employees and students, and will continue to be taken to various events in the year and be subsequently displayed at the UTSC Rainbow Tie Gala in January 2019.

Health & Wellness Counsellor **Sarah McDougall** describes the campaign as an innovative way to enable faculty and staff to show how they can support the student population.

“Campaigns like ours demonstrate to students that they are not alone in their passion for creating more inclusive spaces and that there are people you can reach out to if you need to talk to someone about any experiences you may be having,” said McDougall.

Hashmani adds that the work surrounding equity, diversity and inclusion does not end with this campaign. The pledges are part of a larger strategy on creating inclusion that is normalized and intentional. The implementation of this requires thoughtful design and deeper collaborations with industry and community leaders, along with data-driven metrics.

“The hope is that staff become more aware about equity, the impact of the barriers to inclusion, and begin to intentionally implement more inclusive practices in the workplace,” said Hashmani. “While campaigns are a great initiative to bring attention to inclusion, the real success is when you no longer need them.”

Over the past year, the Organizational Development & Learning Centre (ODLC) underwent an organizational transformation to modernize how we help U of T employees fulfil their career potential. Informed by internal and external reviews of the ODLC conducted over the past two years, a resulting report, published in late 2017, made 11 recommendations that will steer the centre's future direction. Highlighted below are initiatives that have already been implemented as a result of these recommendations.

#### **PROVIDING SKILLS AND TRAINING FOR MANAGERS**

In 2013, the Managers' Academy was launched to provide supervisors with the best practices, tools, and ongoing resources needed to develop themselves and their teams. In 2017 - 2018, the Organizational Development & Learning Centre (ODLC) facilitated four training cohorts to more than 130 Professional & Managerial (PM) staff who have at least one direct report. Based on attendee feedback, the training cohorts will also be offered at U of T Mississauga and Scarborough in addition to the St. George campus in the fall of 2018.

#### **INVESTING IN PEOPLE & GROWING LEADERS**

A review process was initiated for the Rose Patten Leadership & Learning Program to identify strengths and areas for development that would enhance the mentorship initiative for U of T staff. As a first step, this year's programs were expanded to recruit new mentors with a focus on a more transparent and inclusive selection process. The review will continue into 2019 with an overall goal to broaden the program's diversity and reach.

Mental Health intersects with a number of areas of the portfolio and it remains an important focus. We continued to work with the Office of the Vice-President & Provost to develop enhanced processes and ensure access to timely and appropriate University and/or external services for issues related to personal safety, sexual violence and employee well-being.

This year we sought to develop more debriefing opportunities, more direct support for the emotional stresses associated with work on high-risk issues (sexual violence in particular, but also other forms of harassment) and front-facing student support. Human Resources & Equity and the Workplace Investigations Office also continued to focus on best practices in workplace respect and workplace investigations, ensuring not only compliance with relevant legislation but also safeguarding all parties that engage the process.

Looking ahead, priority will continue to be placed on building investigatory capacity among HR directors, managers and consultants, and ensuring that workplace investigations, when necessary, occur in a procedurally fair, impartial and timely manner.

#### **REVISING REPORTING PROCEDURES FOR CHRONIC MENTAL STRESS CLAIMS**

In January 2018, amendments to the Workplace Safety & Insurance Act came into effect to allow entitlement for chronic mental stress claims. To ensure U of T's compliance, Health & Well-Being worked with HR units across the University to develop an efficient process for assessing cases and whether there is a legislated obligation to file a report to the WSIB. The new procedures include timely communications protocols and coordinated work flows for filing the employer's report and related documentation.

#### **ENSURING COMPLIANCE ON WORKPLACE INVESTIGATIONS AND ASSOCIATED LEGISLATED REQUIREMENTS**

Over the past year, Human Resources & Equity continued to focus on best practice and ensuring compliance with the Ontario Health & Safety Act in relation to workplace harassment investigations. One priority focused on undertaking interventions in an expeditious manner and ensuring that workplace investigations occurred in a procedurally fair manner. In 2017 - 2018, the Workplace Investigations unit was involved with providing support and consultation to faculty and staff across the University for 92 complaints and issues that primarily revolved around civility, but also included potential sexual harassment and violence occurrences, as well as various forms of alleged discrimination. The unit also investigated 26 cases related to workplace harassment and discrimination. A series of Civility & Respect in the Workplace training sessions were delivered to Divisional HR Offices and division heads by an external law firm. A civility training initiative for principal investigators was also launched in collaboration with the Labour Relations unit and ODLC.



A key priority in 2017 - 2018 for HR & Equity was the development of an overarching vision for HR technology, which enhances the integration of HR processes, promotes evidence-based digital workplace practices and technologies, allows for increased collaboration across portfolios and leverages existing University technology capacities. The foundation of this initiative was the introduction of a new HR Technology Roadmap, which prepares the Division for a leadership role in the introduction of both technology and programs that advance the development of the digital workplace. Over the past 18 months, we worked to deliver a balanced roadmap and implement a variety of high impact projects, expose options for innovation in future service delivery models and productivity tools for HR professionals, and demonstrate the value of planning analytics to the Division.

“This innovative program will not only modernize our systems and create a more integrated user experience, but it will also help U of T excel as a leading employer,” said Professor **Kelly Hannah-Moffat**, Vice-President, Human Resources & Equity.

### RECOGNIZING OUR “TRUE BLUE” COLLEAGUES

In May 2018, Human Resources & Equity launched the True Blue Recognition Platform, a system designed to empower faculty and staff to recognize colleagues who make valuable contributions to the University and formally nominate them for the Division’s various recognition programs. The University community can also use the platform to send short tokens of appreciation or express their gratitude for a colleague’s outstanding efforts in an everyday moment or situation. More than 850 U of T employees have been recognized by their peers via the platform as of June 2018.

### MANAGER SELF-SERVICE TEAM MANAGEMENT SOLUTION

More than 1,700 managers now have the ability to view vacation and absence data, supervisory relationships and University training information for their teams via a new module in the existing Employee Self-Service (ESS) suite of online services. Manager Self-Service (MSS) was rolled out beginning in January 2018 to give supervisors the ability to view information about their team in a convenient and secure way, eliminating the need for manual reporting and

offline tracking. The next phase of the project will expand Employee/Manager Self-Service options to include leave requests for most salaried staff, such as vacation, sick and personal days, eliminating a multitude of paper-based processes currently in place across the University. The new services are expected to deliver new efficiencies and savings once fully in place, and will be one of the most substantial improvements to HR processes in 2018 – 2019.

### CENTRAL HR DOCUMENT HUB LAUNCHED ON SHAREPOINT

The first phase of a multi-year strategy to improve human resources document management was completed in June 2018. More than 1,700 files were reviewed and streamlined into 372 documents that were successfully migrated into the University’s new SharePoint system. In addition to the migration, the document organizational structure was redesigned to facilitate ease of content retrieval. As a result of this process, human resources staff from across the University can now make use of the new system’s advanced search, versioning capabilities and mobile-ready interface to find and access frequently used documents that are standardized for use across the institution.

### NEW HR DATA VISUALIZATION DASHBOARDS

In December 2017, a suite of ten data dashboards were launched on Tableau visualization software for divisional human resources staff to access key performance indicators, trends and changes to employee headcount, recruitment and upcoming retirements in an accessible and illustrative format. This new capability provides critical business intelligence insights that will help multiple divisions across the University make strategic decisions about their workforce that are based on clear and concise data.

### HEALTH & WELL-BEING CASE MANAGEMENT SOFTWARE UPGRADE

In partnership with Environmental Health & Safety, Health & Well-Being launched an upgrade for its 12-year-old case management software. The new system will allow for efficiencies such as the reduced use of paper files and improved report-generating capabilities. It will also enable electronic filing of accident reports to the Workplace Safety & Insurance Board (WSIB).





## Moving U of T's hourly payroll into the digital age

“It frees up my time to do more meaningful work because I’m not consumed by data entry anymore. It’s really made my job a lot more fun.”

When **Sharon Grandison** joined the Faculty of Kinesiology & Physical Education (KPE) in 2013 as its Director of Human Resources, she quickly noticed how time consuming the casual staff payroll process was and pushed for a better system.

“We are one of the largest employers of casual staff at U of T and we were using paper timesheets to track work hours,” said Grandison. “We had multiple managers and supervisors spending several hours each week crunching numbers on calculators, checking forms manually for accuracy.”

She set out on a mission to find a more efficient solution for her Faculty, which led to a partnership with the Human Resources Technology unit. In 2015, KPE became the first division at U of T to roll out the Kronos digital attendance system.

The cloud-based platform uses a series of wall-mounted time clocks to record when hourly paid staff sign in and out with their U of T identification card (TCard). Employees can also access Kronos to log time worked using a computer or a mobile device with their UTORid. Managers can then approve those hours, and also create schedules and edit timecards using the same online system.

The system also improves efficiencies for HR staff. Kronos is tied into the University’s Human Resources Information Systems (HRIS) where pay rates are linked to job classes and employee groups for each staff member. Changes to hourly rates, such as those required by collective agreement updates, would be implemented by Human Resources & Equity behind the scene. Divisional managers and payroll staff only have to make sure that the correct number of hours are submitted via a few clicks of a button.

News of KPE’s significantly improved payroll system spread quickly across the University. Other divisions that employ a number of hourly paid employees, such as Hart House, U of T Mississauga and U of T Scarborough, followed KPE’s approach and partnered with HR Technology to have Kronos implemented in their areas. As of June 2018, the digital platform has been successfully deployed in 16 divisions, automating 125 pay rules from 10 collective agreements for more than 2,300 employees on the system across U of T.

There is also another added benefit to Kronos: central funding was made available for an enterprise solution licence at U of T in January 2018. Divisions hold responsibility for implementation costs and time clock hardware moving forward.



For **Janice MacDonald**, a Payroll Officer in KPE, the arrival of Kronos meant a lot more than leaving stacks of time sheets and chasing down managers for manual corrections behind her.

“It frees up my time to do more meaningful work because I’m not consumed by data entry anymore,” said MacDonald. “I conduct Kronos training for new managers and I’m part of a University-wide working group that looks at how we can make the system even better for U of T. It’s really made my job a lot more fun.”

Kronos is scheduled to be implemented in six divisions across the University in 2019, adding more than 2,000 employees into the system.

“This digital platform is only one component of the Human Resources Technology Roadmap,” said **Cathy Eberts**, Executive Director, Enterprise Applications & Solutions Integration (EASI) and HR Technology. “The improvements we’re making to a number of other large-scale processes are starting to enhance HR solutions and efficiencies across the University.”

The migration to Kronos is estimated to have saved nine tonnes of paper at U of T over the past year by reducing the use of hardcopy time sheets.

**PHOTO:** In 2015, Sharon Grandison (right) and Janice MacDonald (centre) worked with HR Technology to roll out Kronos at the Faculty of Kinesiology & Physical Education. The digital platform for hourly paid staff tracking helped improve work efficiencies for employees like Gurgen Ayzvazyan and Shannon Giannitsopoulou, and has been implemented in 16 departments at U of T as of June 2018.

### THE KRONOS SOLUTION HAS BEEN IMPLEMENTED IN 16 DEPARTMENTS AT U OF T AS OF JUNE 2018:

Chestnut Residence & Conference Centre  
 Division of University Advancement  
 Faculty of Dentistry  
 Faculty of Kinesiology & Physical Education  
 Food Services  
 Hart House  
 Information Technology Services—Central IT  
 Lawrence S. Bloomberg Faculty of Nursing  
 Office of the Vice-President & Provost  
 Robarts Library  
 Rotman School of Management  
 University of Toronto Mississauga—Facilities Management & Planning  
 University of Toronto Mississauga—Information & Instructional Technology Services  
 University of Toronto Mississauga—Library  
 University of Toronto Mississauga—Retail & Conference Services  
 University of Toronto Scarborough



Human Resources & Equity at U of T takes pride in being an integral part of the top-ranked university in Canada and its vital place in its largest urban centre. As such, we participated in several city-wide initiatives as part of our institution's commitment to citizenship in the city of Toronto.

1

#### 25th Annual Take Our Children to Work Day

In April 2018, the Family Care Office facilitated the 25th annual Take Our Children to Work Day across all three campuses. More than 370 dependants of U of T employees from Grades 4 to 7 attended the university-sponsored event on the St. George campus, along with many more at U of T Scarborough and Mississauga that helped introduce our employees and their workplace to their families.

3

#### Pride Flag Raising

June marks an important month of celebrating equity, diversity and inclusion at U of T. On June 1, 2018, Vice-President, Human Resources & Equity Kelly Hannah-Moffat and Dean Ira Jacobs of the Faculty of Kinesiology & Physical Education co-hosted a Pride and Transgender Flag-raising ceremony at the Varsity Centre—one of a series of events held at U of T to celebrate Pride Month in Toronto.

2

#### CIBC Run for the Cure

On September 24, 2017, more than 60 Human Resources & Equity staff and their families participated in the CIBC Run for the Cure. The team, dubbed Cirque du Sore Legs, completed a walk or run to raise more than \$5,000 for the Canadian Cancer Society in support of the breast cancer cause.

4

#### United Way Campaign—Day of Community for Dixon Hall Neighbourhood Services

The U of T community has participated in the United Way Campaign for more than 20 years in support of programs that address poverty and barriers to education for families and individuals. In addition to raising close to \$600,000 in 2017, Human Resources & Equity employees prepared 150 bags donated by the U of T Bookstore that were filled with school supplies and snacks for kids in support of United Way and Dixon Hall's efforts to assist newcomers adjust to life in Toronto.





# Looking Forward

Human Resources & Equity will continue to work towards *Vision: HR 2020* over the next year. This initiative will help U of T keep pace with local and global changes, while at the same time accommodating legislative reform, technological advances, demographic changes in the workforce and shifting ideas about work itself.

## EMPLOYMENT & LABOUR RELATIONS

The Division will expand its goal of building an integrated human resources and stakeholder engagement approach at the University by focusing on the following areas.

### Create a talent management strategy

Human Resources & Equity will engage in staff consultations around talent management and succession planning. The portfolio will work to identify pools of diverse candidates to fill key positions, map clear career pathways, and provide core skills and competencies training to develop employees into leaders of the future.

### Develop consistent practices on compensation and job evaluation

Advancing the University's best practices on titling, promotion and remuneration with respect to gender and race across employment groups will continue to support the institution's employment equity priorities and U of T's position as an employer of choice.

### Preparations for the next bargaining cycle

The next bargaining cycle for the University will begin in January 2021. Human Resources & Equity will focus on building and maintaining union relationships and grievance management in preparation for this next round of bargaining.

## LEARNING & LEADERSHIP DEVELOPMENT

The 11 tactical recommendations made by the Organizational Development & Learning Centre (ODLC) review committee will be implemented. This approach will include the development of an integrated and enhanced staff leadership and learning centre that meets the needs of employees, and leverages internal talent and networks. Additional leadership events and advanced staff mentoring programs will also be offered.

## HR TECHNOLOGY & INNOVATION

The HR Technology Roadmap will continue to be implemented across the University. Some of the next steps include improvements to systems and desktop technologies that allow for more seamless collaboration between teams and workplace efficiencies. Large process improvements that will significantly reduce administrative overhead in divisions will also be continued, along with new staff learning modules and the introduction of a new HR Service Desk portal.

## INTEGRATED EQUITY, DIVERSITY & INCLUSION

Human Resources & Equity will enhance representation and improve workplace climate for different groups by focusing on the following areas.

### Enhance our comprehensive equity strategy

A University-wide Equity Advisory Group will be established and an external equity strategy expert will be consulted to enhance U of T's comprehensive equity strategy. The group's overarching strategy will provide groundwork to anticipate and manage issues across all three campuses. In addition, this group will help advise the University to better understand its climate and build awareness around equity, diversity and inclusion practices.

### Inventory of tri-campus equity resources

A revision of current best practices, policies, procedures and needs regarding anti-racism and discrimination will be explored. An in-house anti-bias training program will also be developed.

### Collect Workplace Inclusivity & Diversity Data

The Division will collect data on workplace inclusivity and diversity to gain a deeper understanding of issues surrounding climate, culture, moral and leadership, and the extent to which the working environment at the University is intentionally inclusive. HR & Equity will use the survey results to determine what additional steps are necessary and/or recommended to promote positive workplace experiences across its campuses.

## PERSONAL SAFETY, SEXUAL VIOLENCE PREVENTION & WELL-BEING

The safety and well-being of employees and students continue to be an important area of need. The following areas of focus will enhance support to community members experiencing critical incidents.

### High risk and community safety

Community safety will be rebuilt by refining the process to address the management of high-risk issues. The Tri-Campus Framework for Responding to a Crisis or Routine Emergency will continue to be supported and socialized across the University. Specialized training to increase resilience will be explored while exercises and other identified preparedness activities to ensure that the University is optimally prepared to respond in a crisis or emergency situation will be coordinated.

### Workplace Investigations

Workplace investigations will continue to focus on best practice, responsiveness and compliance with new legislation. Prevention, post-intervention supports and workplace restoration plans will be explored. In addition, capacity within Divisional HR Offices and department heads to recognize and address issues of workplace harassment and civility will be developed. Enhanced partnerships with Health & Well-Being Services, the Office of High Risk & Safety and the Sexual Violence & Support Centres will be established.

## TOP EMPLOYER AWARDS 2018



Top Employers for  
Canadians **Over 40**





**Human Resources & Equity  
Annual Report  
2017—2018**

